Exhibit to Agenda Item #1

Brief the Board on SMUD's **Information Technology Strategic Plan.**

Board Strategic Development Committee and Special SMUD Board of Directors Meeting

Tuesday, September 10, 2024, scheduled to begin at 6:00 p.m.

SMUD Headquarters Building, Auditorium

Powering forward.
Together.

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Information Technology (IT) Organization

Board Strategic Development Committee and Special SMUD Board of Directors Meeting
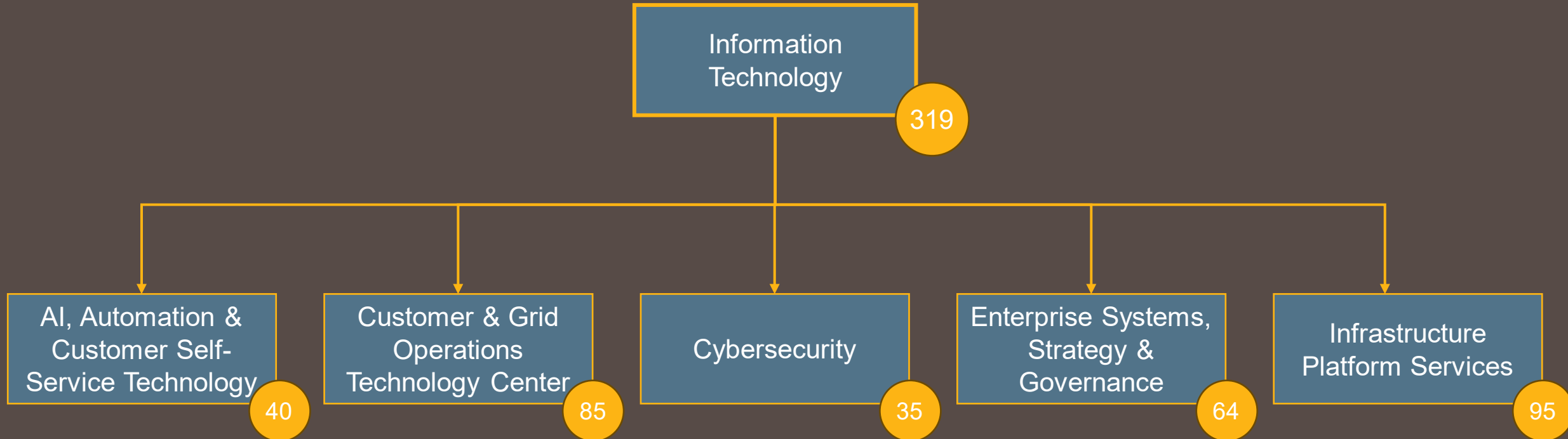
"FIRST" Guiding Principles

Our "FIRST" guiding principles provide a framework for value-driven, right-sized technology solutions in alignment with our Clean Energy Vision

Focus
on value-driven, right-sized solutions with limited customization.

Intelligent
engineering to Keep the Lights On (KTLO) and for our future.

Reuse
before buy, buy before build, with a platform-first approach.

Secure
by design.

Technology
requires a change management lens of tech + process + people.

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Strategic Technology Roadmaps

Zero Trust Roadmap
Implement a Zero-Trust security model and deploy principles to better position SMUD to secure sensitive data, systems, and services.

Systems Applications and Products (SAP) Roadmap
Roadmap will include upgrade plan and timeline for S/4 HANA upgrade.

Next Gen Utility Technology Roadmap
Roadmap will feature Advanced Metering Infrastructure workstreams detailing analytics, readiness, deployment and grid edge.
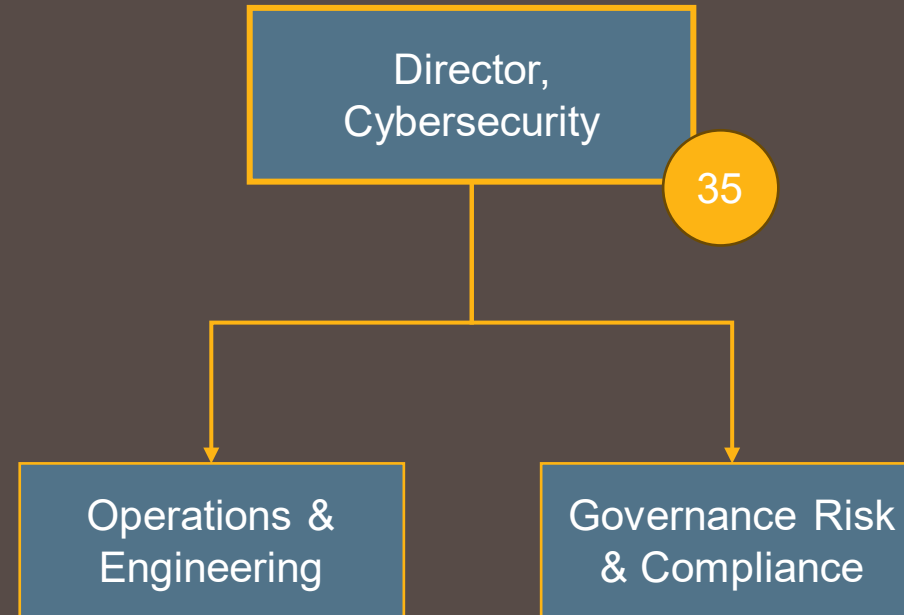
Customer Technology Roadmap
Roadmap will enable and support the 5-year plan developed by the Customer teams. From a technical perspective, the roadmap will identify opportunities to simplify the landscape and reduce the number of disparate systems to ease support and enhance agility.

Cloud Strategy Roadmap
Governance and guidance for on-premises and public cloud services that will contribute to SMUD's overall success and drive a strategic vision of our technology landscape.
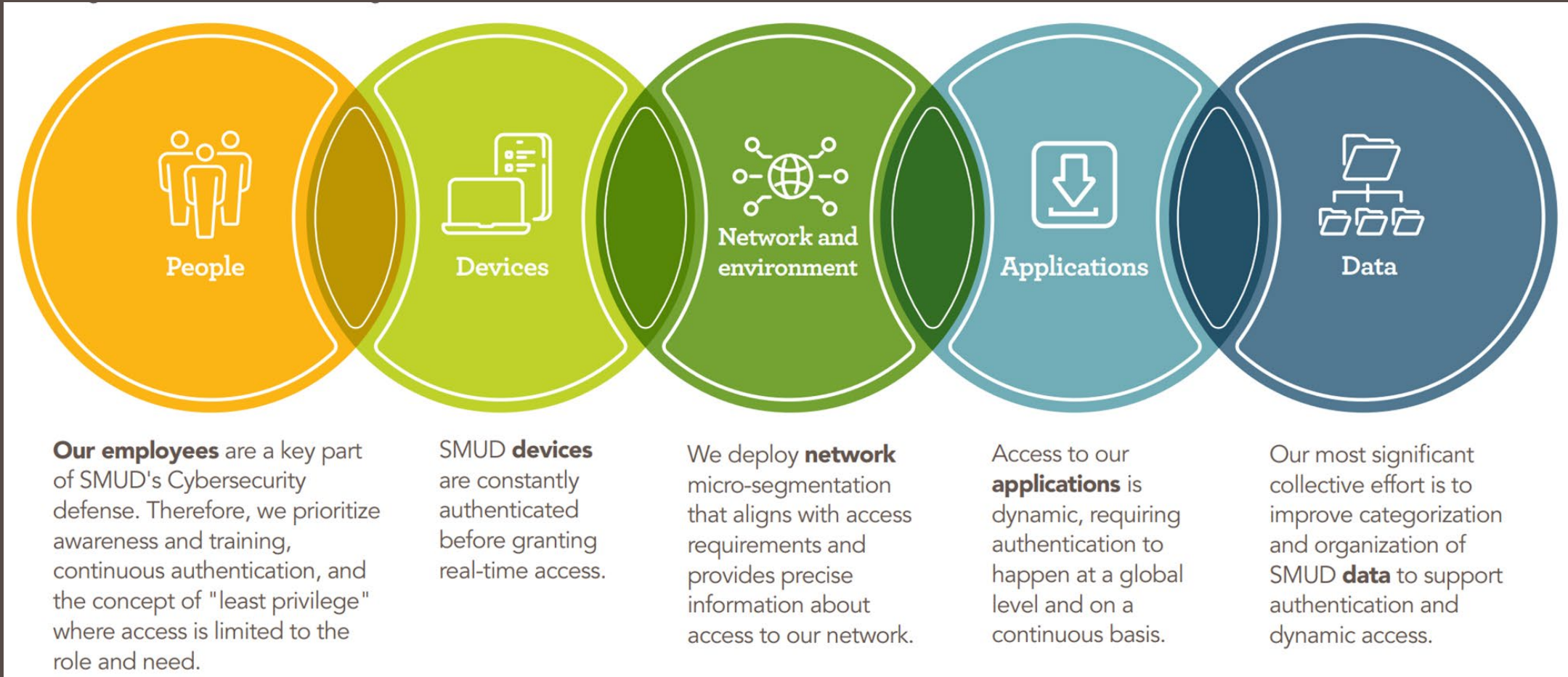
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Cybersecurity Organization

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                    │  Cybersecurity   │
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    │   Operations &    │       │  Governance Risk     │
    │   Engineering     │       │   & Compliance       │
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Why Zero Trust at SMUD

- **Decisive way to Improve Cybersecurity Operations and Reduce Cyber Risk**
  - Data-centric security model
  - Concept of least-privileged access to be applied for every access decision
    - Who, What, When, Where, and How are critical for appropriately allowing or denying access to SMUD's resources
  - Risk mitigation: closing security gaps & minimize cyber risk of attacker lateral movement
- **Productivity Everywhere**
  - Empower SMUD's Users to work securely anywhere and anytime, on any device
- **Cloud Migration**
  - Enable digital transformation with intelligent security for today's complex environment

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SMUD's Cybersecurity Zero Trust Model

People

Our employees are a key part of SMUD's Cybersecurity defense. Therefore, we prioritize awareness and training, continuous authentication, and the concept of "least privilege" where access is limited to the role and need.

Devices

SMUD **devices** are constantly authenticated before granting real-time access.

Network and environment

We deploy **network** micro-segmentation that aligns with access requirements and provides precise information about access to our network.

Applications

Access to our **applications** is dynamic, requiring authentication to happen at a global level and on a continuous basis.

Data

Our most significant collective effort is to improve categorization and organization of SMUD **data** to support authentication and dynamic access.

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Zero Trust Principles

- **Verify explicitly**
  - Always authenticate and authorize based on all available data points, including user identity, location, device health, service or workload, data classification, and anomalies.

- **User least-privilege access**
  - Limit user access with just-in-time and just-enough access, risk-based adaptive polices, and data protection to help secure both data and productivity.

- **Assume breach (compromise)**
  - Minimize blast radius and segment access. Verify end-to-end encryption and use analytics to get visibility, drive threat detection, and improve defenses.

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Zero Trust Architecture
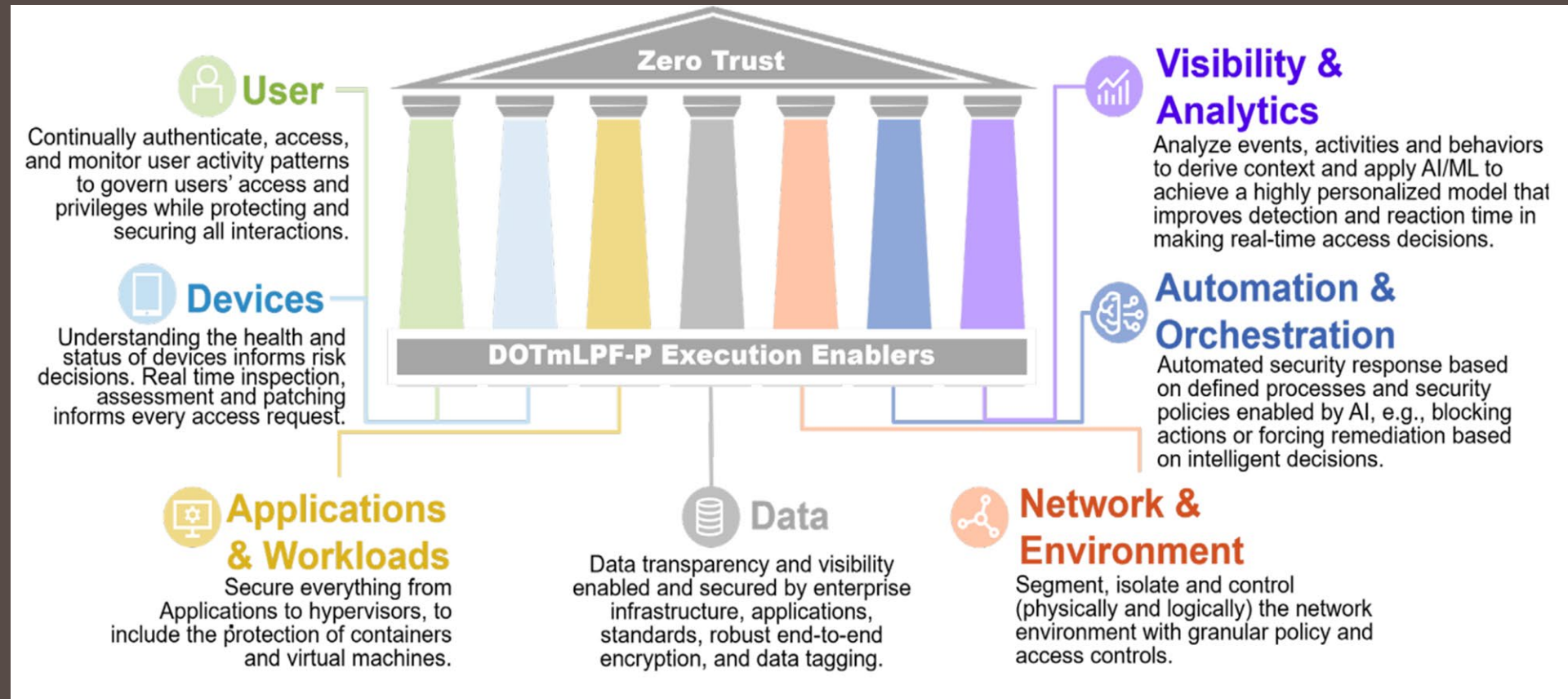
Zero Trust Architecture Pillar's Cybersecurity Opportunities to Reduce Risk

- **User:** Verify and secure identities with strong authentication for access to all resources.

- **Device:** Visibility into devices accessing the network. Ensure compliance and health status before granting access.

- **Application:** Discover unauthorized applications, harden configurations, ensure appropriate in-app permissions, gate access based on real-time analytics, and monitor and control user actions.

- **Data:** Move from perimeter-based data protection to data-driven protection. Use intelligence to classify and label data. Encrypt and restrict access based on organizational policies.

- **Network and Environment:** Ensure that devices and users aren't trusted just because they're on an internal network. Encrypt all internal communications, limit access by policy, and employ micro-segmentation and real-time threat detection.

- **Automation and Orchestration:** Use telemetry to detect attacks and anomalies, automatically block and flag risky behavior, and employ least-privilege access principles.

- **Visibility and Analytics:** Analyze events, activities, and behaviors to derive context and apply Artificial Intelligence and Machine Learning to improve detection and support real-time decision making.

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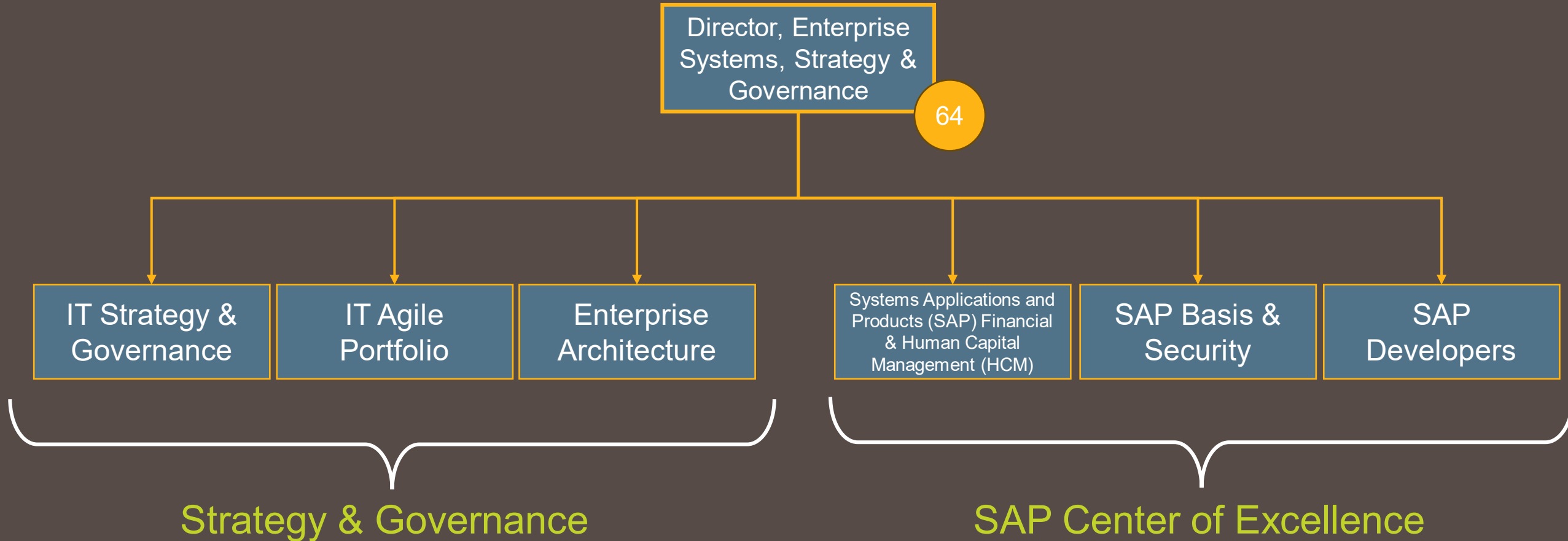
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Enterprise Systems, Strategy & Governance Organization


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                    │   Systems, Strategy &   │  │ 64 │
                    │      Governance         │  ╰────╯
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| IT Strategy & Governance | IT Agile Portfolio | Enterprise Architecture | | Systems Applications and Products (SAP) Financial & Human Capital Management (HCM) | SAP Basis & Security | SAP Developers |

Strategy & Governance   **SAP Center of Excellence**

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Systems Applications and Products (SAP) Roadmap

SMUD's Journey to the next generation of Enterprise Resource Planning (ERP) solution (S/4 HANA)

What is S/4HANA? (SAP Business Suite for SAP HANA)

Major, generational replacement for the core SAP Enterprise Resource Planning Central Component (ECC) and Customer Relationship Management (CRM) systems we currently use.

At its most basic, looks and runs similar to our current core SAP ECC system.
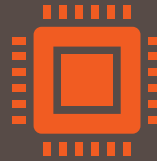
Underlying databases are improved, faster, and more flexible for interfaces with other modern applications.
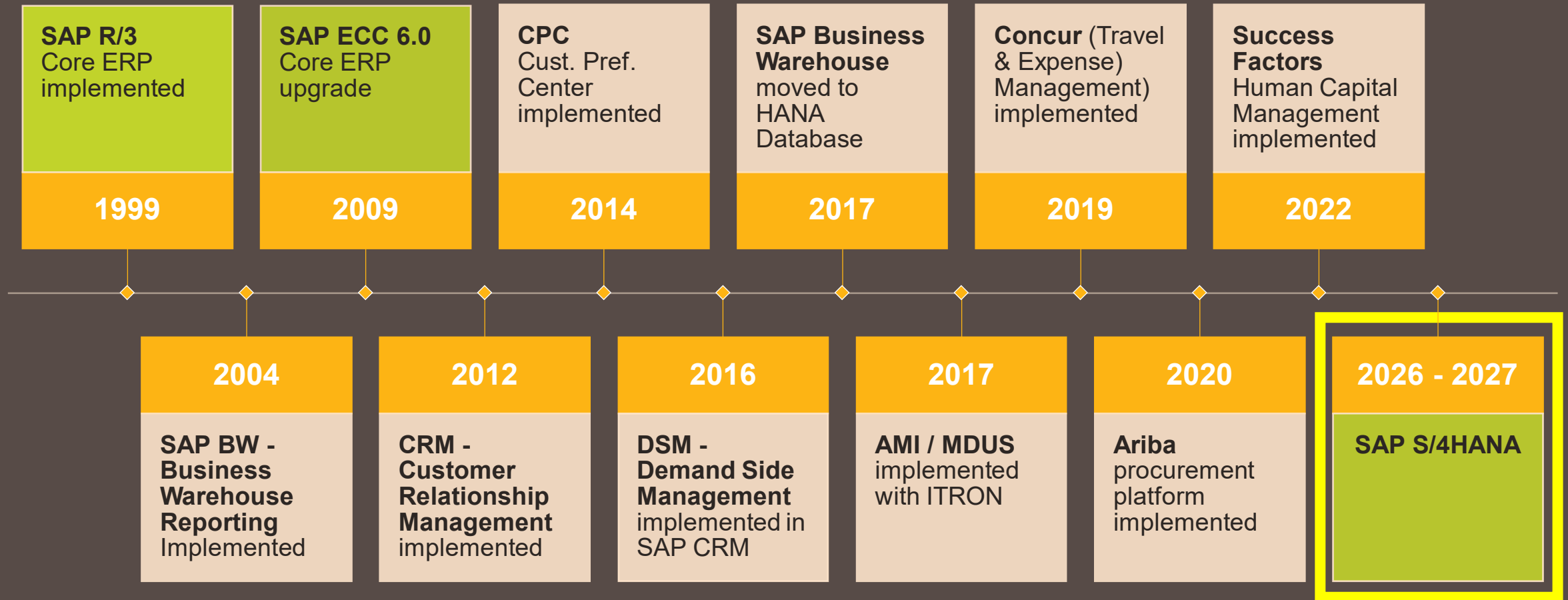
S/4HANA brings SMUD in line with newest SAP innovations and functionalities.

Improved user experience, and flexibility to use more modern interfaces including SAP Fiori.

SMUD's SAP Journey

1999	2009	2014	2017	2019	2022
SAP R/3 Core ERP implemented	**SAP ECC 6.0** Core ERP upgrade	**CPC** Cust. Pref. Center implemented	**SAP Business Warehouse** moved to HANA Database	**Concur** (Travel & Expense) Management) implemented	**Success Factors** Human Capital Management implemented

2004	2012	2016	2017	2020	2026 - 2027
SAP BW - Business Warehouse Reporting Implemented	**CRM - Customer Relationship Management** implemented	**DSM - Demand Side Management** implemented in SAP CRM	**AMI / MDUS** implemented with ITRON	**Ariba** procurement platform implemented	**SAP S/4HANA**

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Why are we looking to S/4HANA upgrade?

SAP has stopped developing new functionalities and products in SAP ECC and SAP CRM platform since Enhancement Package version 8 (2016).

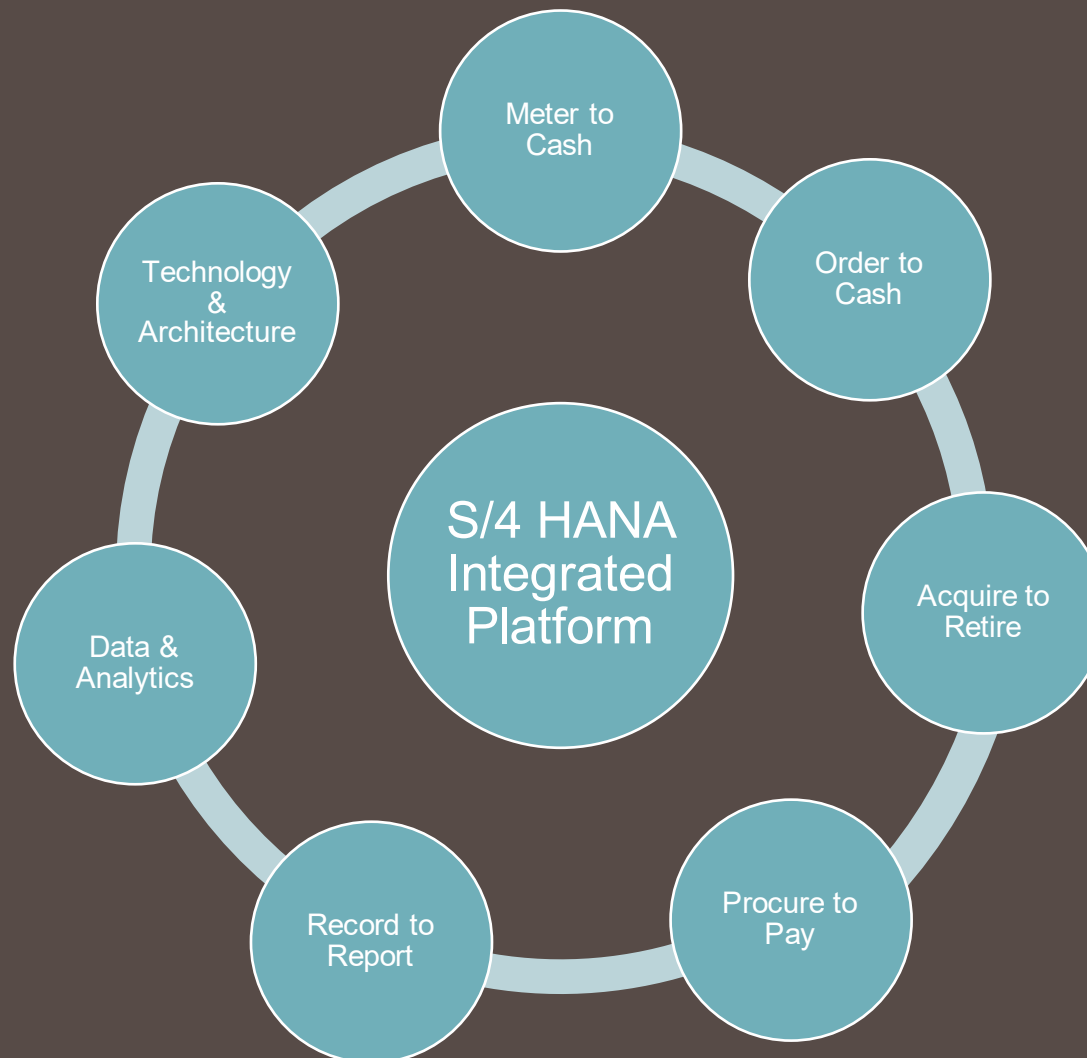S/4HANA will help us to optimize, modernize the way we perform work.

SAP S/4HANA has already proven out with comparable utilities such as Nebraska Public Power District and Northwestern Energy.

SMUD already has considerable employee expertise and familiarity with SAP technologies and functional processes.

SAP has announced the end of life and exit the mainstream support in 2027. Extended support with 2% maintenance cost increase until 2030. They will stop providing technical support for two core systems we use at SMUD today -- SAP ECC and SAP CRM.

S/4HANA Integrated Platform

S/4 HANA Integrated Platform

- Meter to Cash
- Order to Cash
- Acquire to Retire
- Procure to Pay
- Record to Report
- Data & Analytics
- Technology & Architecture

S/4HANA Benefits

Faster Financial Close: SMUD can potentially reduce time required to close books at the end of financial periods due to streamlined processes and real-time data processing capabilities.

Reduction in Data Footprint: S/4HANA's simplified data model and in-memory computing can reduce the data footprint, leading to faster processing times and reduced storage costs.

Improved Productivity: Enhanced user interfaces and automated processes can increase SMUD's productivity as employees spend less time on manual tasks and data entry.
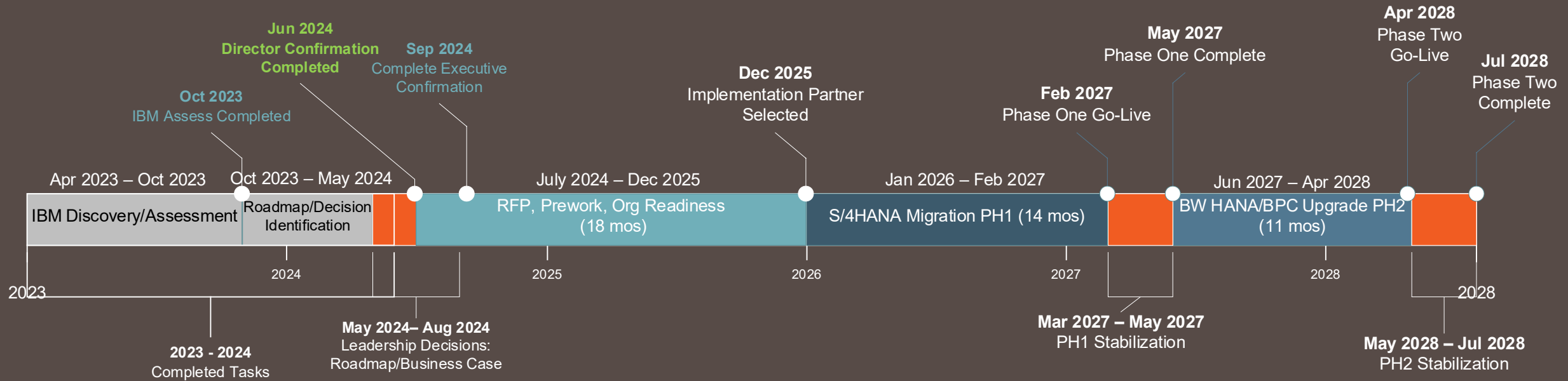
Real-time Reporting: Real-time analytics and reporting capabilities can improve the speed and accuracy of reporting, providing timely insights for better decision-making.
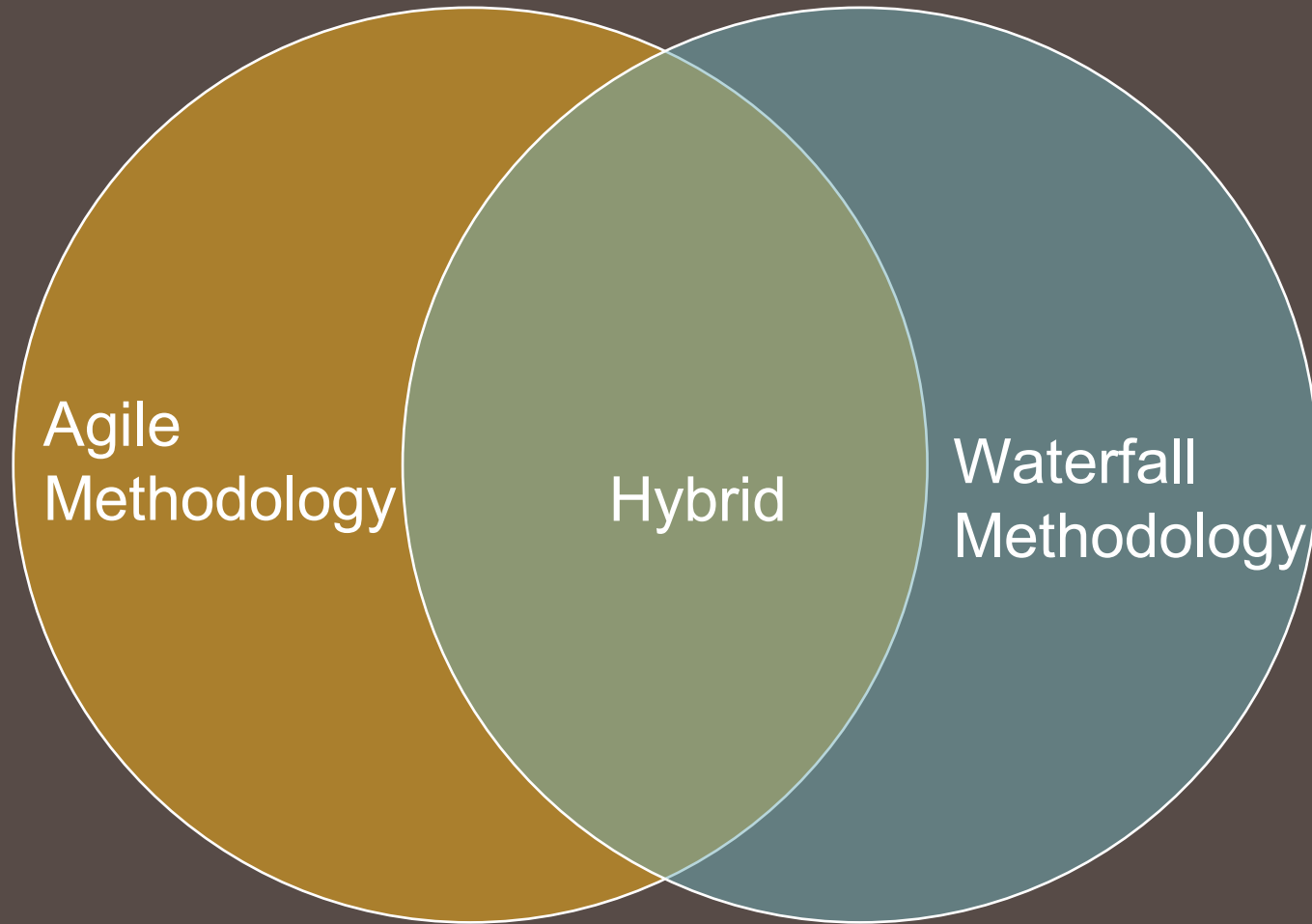
Operational Efficiency: Overall operational efficiency can see improvements as a result of streamlined workflows, reduced process complexity, and better data accuracy.
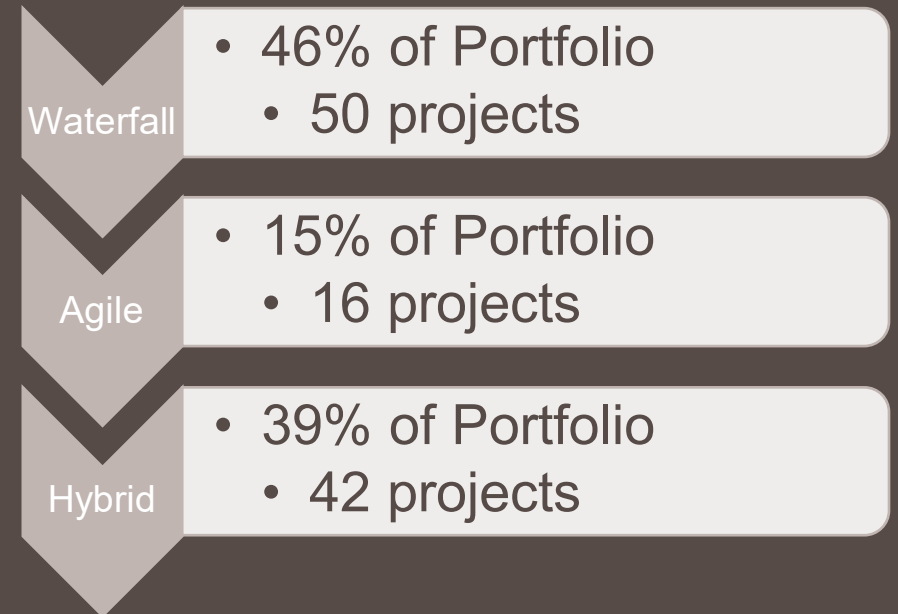
S/4HANA Upgrade Plan and Timeline

Jun 2024
Director Confirmation Completed

Oct 2023
IBM Assess Completed

Sep 2024
Complete Executive Confirmation

Dec 2025
Implementation Partner Selected

May 2027
Phase One Complete

Feb 2027
Phase One Go-Live

Apr 2028
Phase Two Go-Live

Jul 2028
Phase Two Complete

Apr 2023 – Oct 2023
IBM Discovery/Assessment

Oct 2023 – May 2024
Roadmap/Decision Identification

July 2024 – Dec 2025
RFP, Prework, Org Readiness (18 mos)

Jan 2026 – Feb 2027
S/4HANA Migration PH1 (14 mos)

Jun 2027 – Apr 2028
BW HANA/BPC Upgrade PH2 (11 mos)

2023   2024   2025   2026   2027   2028

2023 - 2024
Completed Tasks

May 2024– Aug 2024
Leadership Decisions: Roadmap/Business Case

Mar 2027 – May 2027
PH1 Stabilization

May 2028 – Jul 2028
PH2 Stabilization

September 10, 2024   19   Board Strategic Development Committee and Special SMUD Board of Directors Meeting

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SMUD's Technology Project Delivery Methodologies

Agile Methodology

Hybrid

Waterfall Methodology

2024 Technology Project Portfolio

Waterfall
- 46% of Portfolio
- 50 projects

Agile
- 15% of Portfolio
- 16 projects

Hybrid
- 39% of Portfolio
- 42 projects

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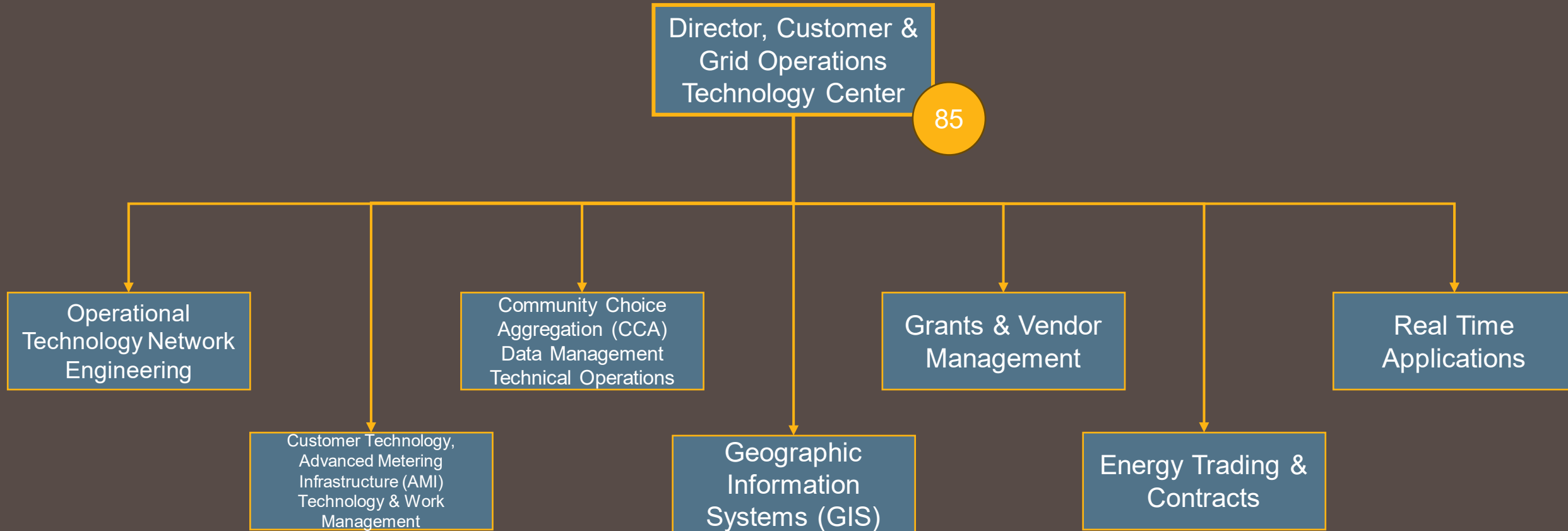
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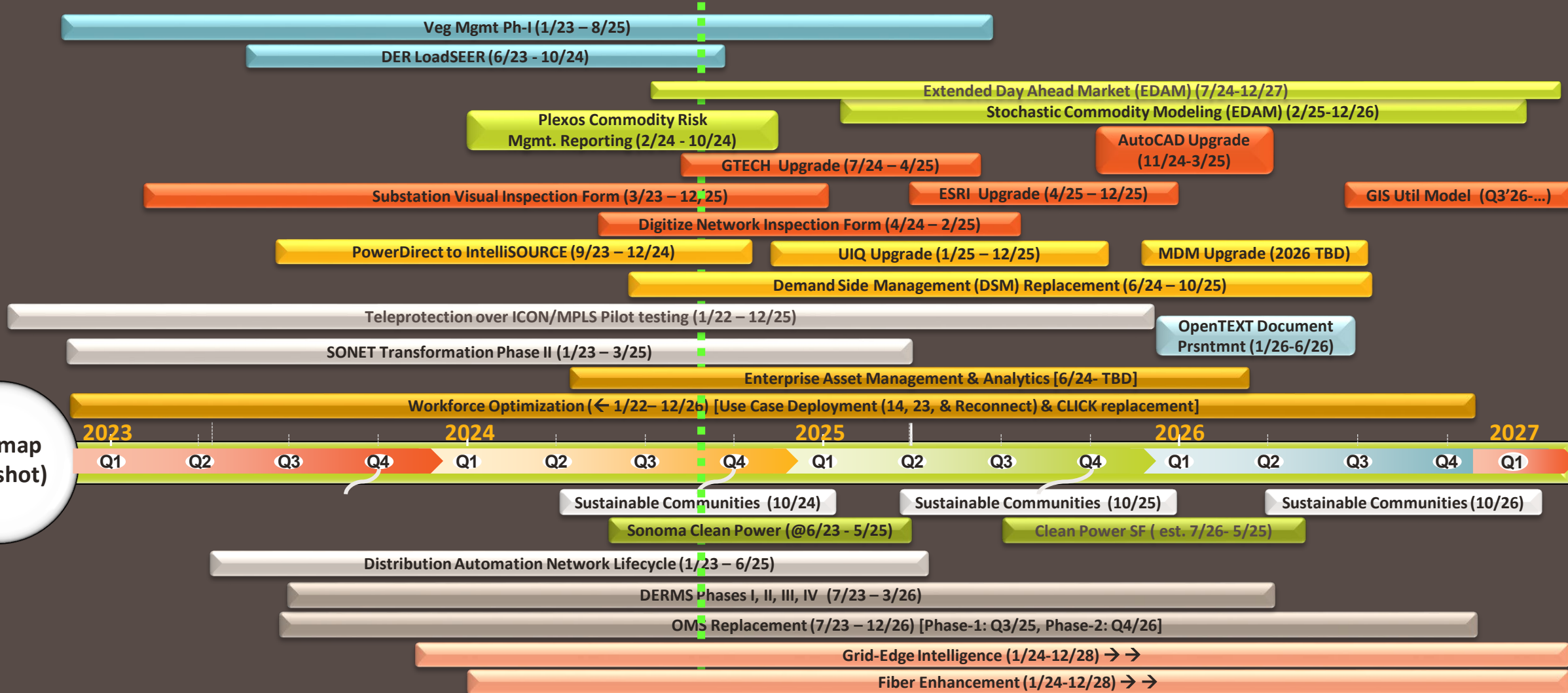# Customer & Grid Operations Technology Center Organization

Director, Customer & Grid Operations Technology Center

85

- Operational Technology Network Engineering
- Customer Technology, Advanced Metering Infrastructure (AMI) Technology & Work Management
- Community Choice Aggregation (CCA) Data Management Technical Operations
- Geographic Information Systems (GIS)
- Grants & Vendor Management
- Energy Trading & Contracts
- Real Time Applications

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Next Generation Utility Roadmap

To maintain world-class reliability and security while expanding into the state-of-the-art solutions, and focusing on:

- Industry-leading transformative solutions

- Affordability & Efficiency- Optimization and Scalability

- Exploratory & Aligned investments

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Next Generation Utility Roadmap

Veg Mgmt Ph-I (1/23 – 8/25)

DER LoadSEER (6/23 - 10/24)

Extended Day Ahead Market (EDAM) (7/24-12/27)

Stochastic Commodity Modeling (EDAM) (2/25-12/26)

Plexos Commodity Risk Mgmt. Reporting (2/24 - 10/24)

AutoCAD Upgrade (11/24-3/25)

GTECH Upgrade (7/24 – 4/25)

ESRI Upgrade (4/25 – 12/25)

GIS Util Model (Q3'26-…)

Substation Visual Inspection Form (3/23 – 12/25)

Digitize Network Inspection Form (4/24 – 2/25)

PowerDirect to IntelliSOURCE (9/23 – 12/24)

UIQ Upgrade (1/25 – 12/25)

MDM Upgrade (2026 TBD)

Demand Side Management (DSM) Replacement (6/24 – 10/25)

Teleprotection over ICON/MPLS Pilot testing (1/22 – 12/25)

OpenTEXT Document Prsntmnt (1/26-6/26)

SONET Transformation Phase II (1/23 – 3/25)

Enterprise Asset Management & Analytics [6/24- TBD]

Workforce Optimization (← 1/22– 12/26) [Use Case Deployment (14, 23, & Reconnect) & CLICK replacement]

Roadmap (snapshot)

2023				2024				2025				2026				2027
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1

Sustainable Communities (10/24)

Sustainable Communities (10/25)

Sustainable Communities (10/26)

Sonoma Clean Power (@6/23 - 5/25)

Clean Power SF (est. 7/26- 5/25)

Distribution Automation Network Lifecycle (1/23 – 6/25)

DERMS Phases I, II, III, IV (7/23 – 3/26)

OMS Replacement (7/23 – 12/26) [Phase-1: Q3/25, Phase-2: Q4/26]

Grid-Edge Intelligence (1/24-12/28) → →

Fiber Enhancement (1/24-12/28) → →

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Connected Clean PowerCity

October 2023, SMUD was awarded $50 million from the Department of Energy for the implementation of Topic Area 2: Smart Grid Grants
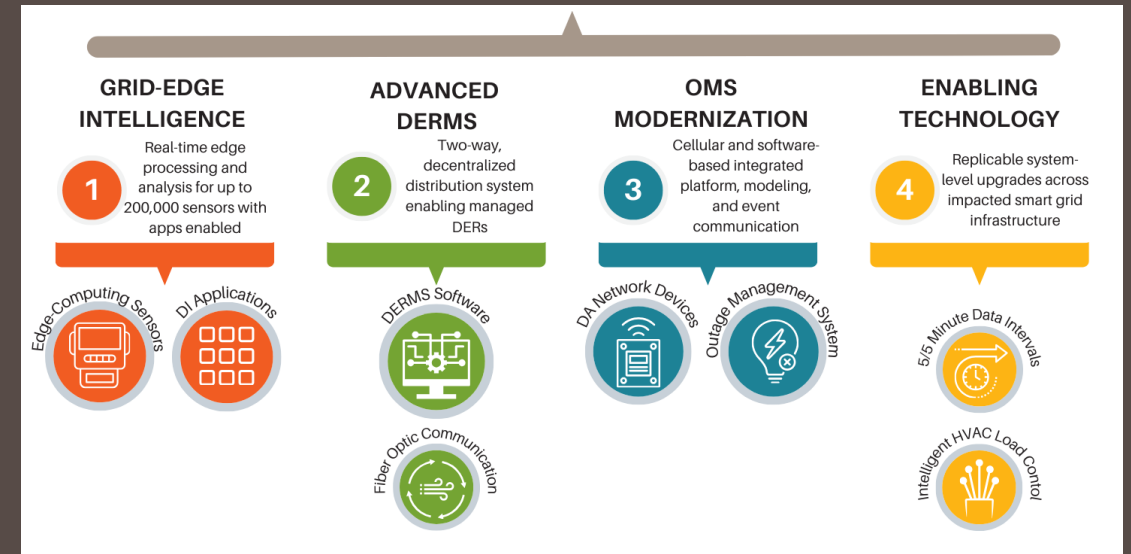
Deployment of Edge Computing Sensors

Deploy 200K Itron RIVA Edge Computing Sensors with Measurement Capabilities (Meters) to enable the following use cases:

- Transformer Situational Awareness
- PV Management
- EV Management
- Location Awareness
- Non-Supervisory Control and Data Acquisition (SCADA) Substation Management

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5/5 Minute Interval Data

Implement 5-minute interval data for commercial and residential customers. This is a change from today's 15-minute for commercial, and 1-hr for residential.

5 min

Actual Peak load ~15.3

60 min

Peak load ~12.8
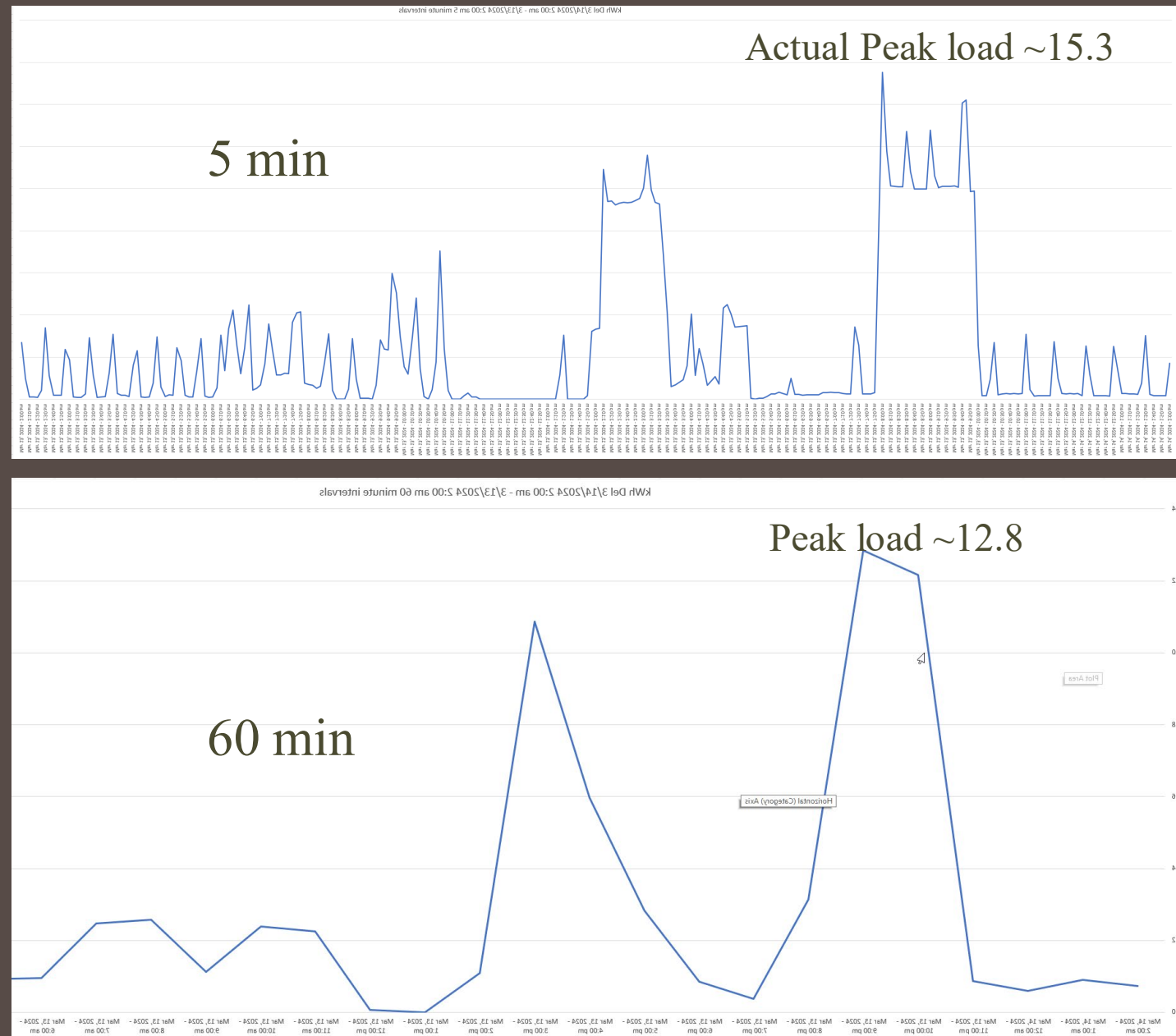
Advanced DERMS

Integrate existing Advanced Distribution Management System (ADMS) and enhanced Distributed Energy Resource Management System (DERMS) platforms to increase the visibility of behind-the-meter grid-connected devices enabling two-way management of Distributed Energy Resources (DERs), operationalization of customer programs and the resolution of grid conditions through DERs.

- Market/Economic Benefits
    - Send price signals and schedules to controllable and non-controlled DERs via OpenADR.
- Enabling participation of DERs at the grid edge
    - IEEE 2030.5 interface to enable integration with ITRON to control behind-the-meter DERs via Next Gen AMI Meters and DI Apps.

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Enhanced Distribution Automation Network Communications (Fiber)

- Install fiber optic cable to facilitate deployment and improve DERMS situational awareness, control, and data quality and improve Distribution Automation (DA) network communications.
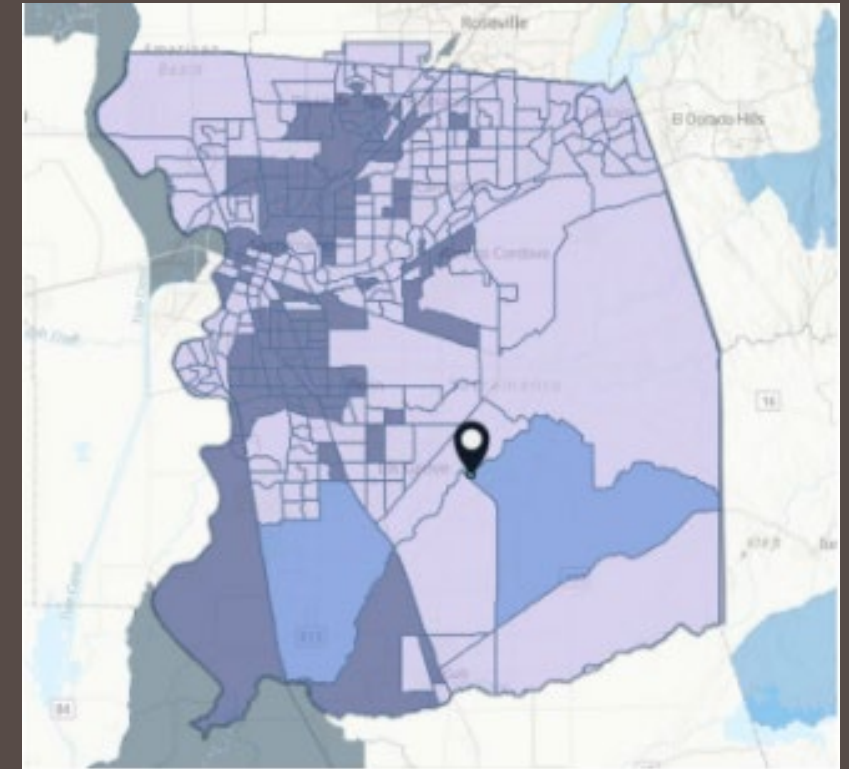
OMS Replacement

Deploy a new Outage Management System (OMS) and components to modernize system communication.

- Goals/Objectives:
  - Provide extreme responsiveness and resiliency
  - Providing operators a unified view of the as-switched electrical grid model
  - Allow communities to realize enhanced benefits from proposed smart grid elements

Distribution Automation (DA) Network Device Upgrade

- Deploy up to 300 cellular DA Network Devices (reclosers and cap banks)

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Next Gen Utility Roadmap

Looking Forward

- Extended Day-Ahead Market (EDAM)
- Virtual Power Plants
- Geographic Information System

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Community Choice Aggregator- CCA

IT Current Engagements:

Valley Clean Energy
Meters: (~61,976)

Services (since 2017):
- Contact Center
- Billing and Data Management
- Debt Collection

Ava Community Energy
Meters: (~640,433) + (~121,000)*

Services (since 2018):
- Contact Center
- Billing and Data Management
- Analytics

* Expansion: Stockton & Lathrop

MCE
Meters: (~588,185)

Services (since 2022):
- Contact Center
- Billing and Data Management

Central Coast Community Energy
Meters: (~436,000)

Services (since 2024):
- Customer Relationship Management (CRM) System
- Energy Programs Management

Highlights:

- Integrated and implemented new Contact Center Technology from Amazon Web Services (AWS) Connect.

- Rolled out for all our clients the California Energy Commission (CEC) Load Management Standard: Rate Identification Number (RIN) and QR code.

- SMUD's Community Energy Services (CES) received a System and Organization Control (SOC) type 2 report for our Billing and Data Management System.

SMUD Sustainable Communities
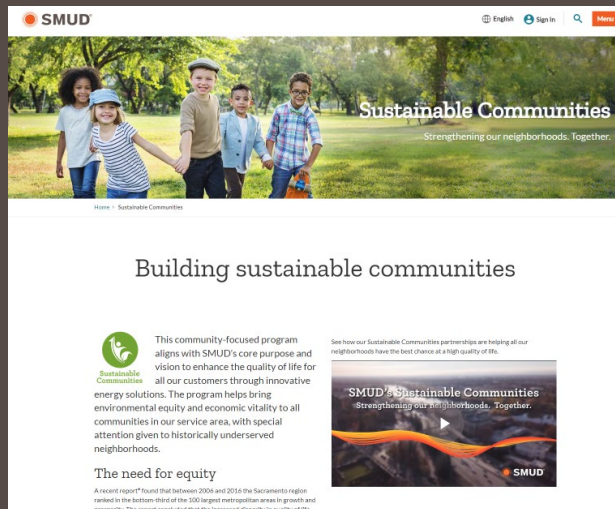
Public-facing Story Map to the community developed using Environmental Systems Research Institute, Inc (ESRI):

- Providing Resource Priorities Map, making it easier to identify communities in our service area that need the most help.

- Application provides customers with an interactive, visual representation of the analysis results that are easy to understand.

- Benefits can be shown spatially, and success can be measured accordingly.

Sustainable Communities (smud.org)

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Artificial Intelligence (AI), Automation & Customer Self-Service Technologies (CSST) Organization

Director, AI, Automation & CSST

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- AI & Automation
- Data Science & Analytics
- Data Operations & Data Engineering
- Testing Center of Excellence (TCoE)
- Customer Self-Service Technologies
- Enterprise Systems Integration
- Enterprise Applications Development

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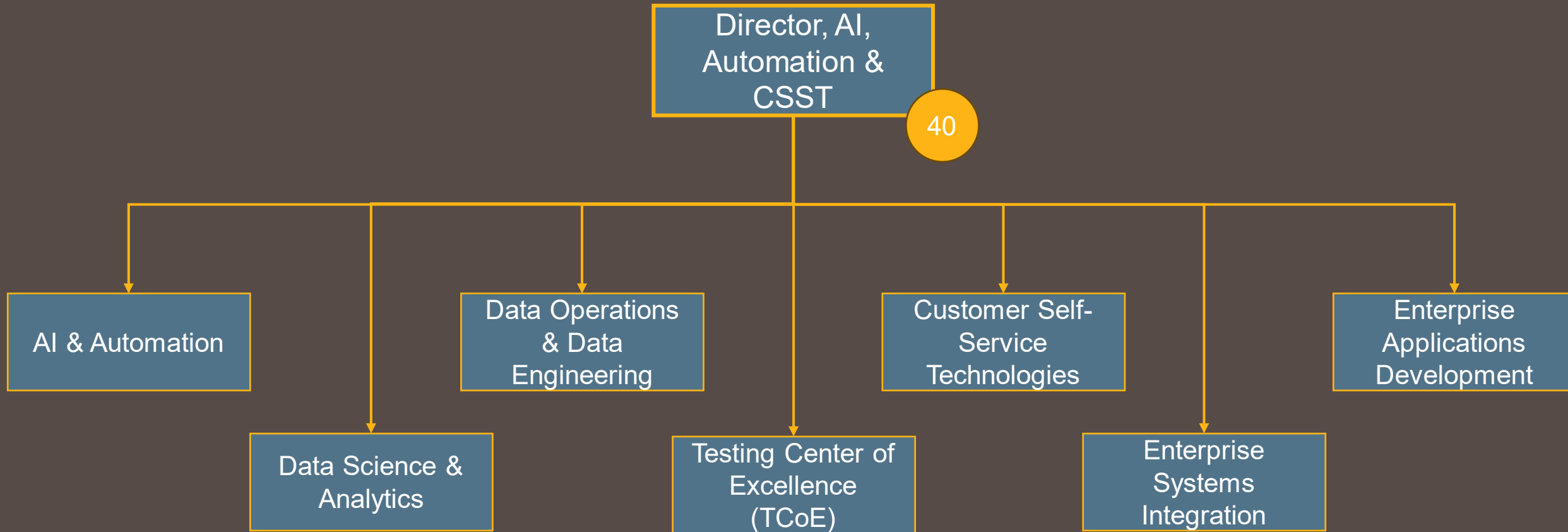
Customer Technology Roadmap

Modernize and consolidate customer technology platforms to deliver the utility customer experience of the future:

- Customer Technology Platforms strategy
- Inflight projects (2023-2025)
- Outbound communications

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Customer Technology Platforms (CTP)

CTP Strategy

- Consolidate customer-facing and customer-supporting technology solutions.
- Create seamless customer experience across all SMUD digital properties
- Includes web, mobile, EV and Contact Center Technology platforms.

Projects in flight:

Digital Platform Transformation (DPT)	IT project to transition from a SMUD internally-built digital self-service platform to a consolidated third-party web and mobile platform.
Contact Center Technology Upgrade	IT project to transition from several legacy contact center technologies to a consolidated modern and innovative Contact Center as-a-service platform.

CTP TECHNOLOGY SOLUTIONS

Payment Solution

- Digital self-service web, mobile, IVR as well as CSR and interconnections
- Innovations: Pay-by-text, pay-by-chatbot, prepay*, Google Pay, Apple Pay, PayPal

Energy Management Solution

- Energy tools (cost and usage charts)
- Rate analysis
- Rebates and program management
- EV Charging

Outbound Communications Solution

- 360 view of communications
- Secure messaging (CSR & digital self service)
- Trigger-based communications (email, text and voice)
- Two-way text (outage reporting and payments)

Marketing Automation Solution

- Email marketing campaigns
- Text marketing campaigns

Bill Presentment Solution

- Digital bill
- Print bill (printing and mailing)
- PDF bill

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CTP Vendor Contract Consolidation

2022

50
vendor contracts

2024

41
vendor contracts

2025/26

32
vendor contracts

Problem statement:

- 50 separate integrations that have to be maintained.

- Adds challenges to creating a holistic customer experience.

Opportunity statement:

The "Customer Technology Platform" strategy aims to:

- Reduce technology procurements.

- Assist Enterprise Architecture to:
  - Modernize
  - Consolidate
  - Innovate

- Support customer-facing technology needs for the Zero Carbon Plan.

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Digital Platform Transformation (DPT) Project Scope 2023-2025

Digital Platform Transformation (DPT) is the partnership between Smart Energy Water (SEW) and SMUD working together to procure and implement the following solutions:

Enterprise (Commercial) Portal - replaces SMUD's Commercial MyAccount.

Mass Market (Residential) Portal - replaces SMUD's residential MyAccount.

SMUD Mass Market Mobile App - replaces SMUD's mobile app.
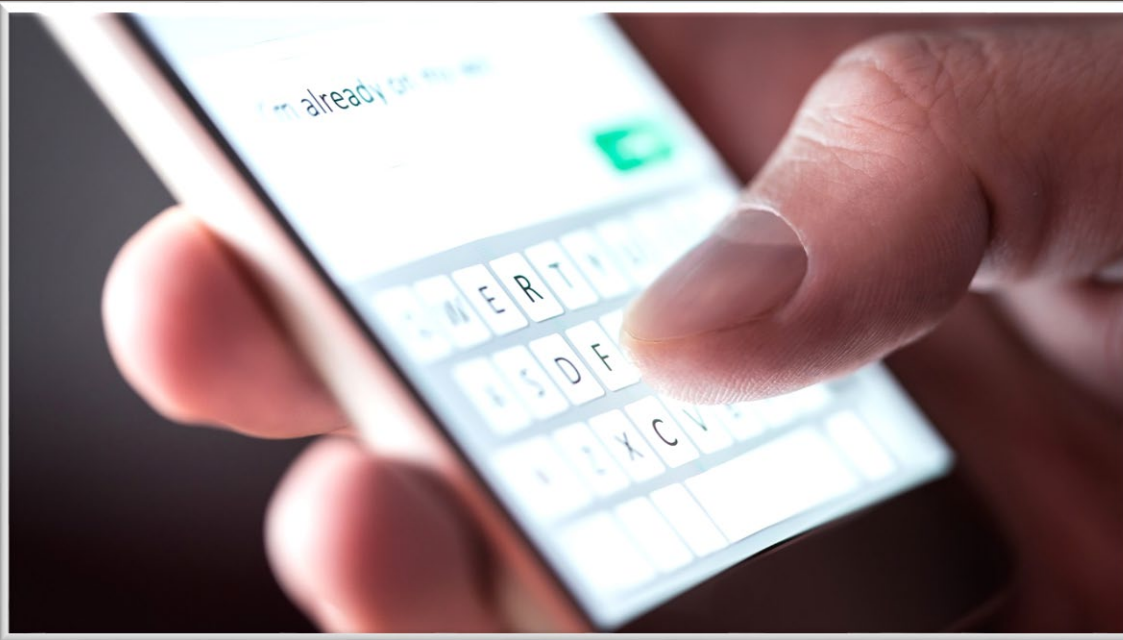
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CTP Roadmap: 2023-2025 Development Summary

2023

| Jan-Mar | Apr-Jun | July-Sept | Oct-Dec |

SEW Enterprise (commercial) portal MVP development ✈

SEW Enterprise Full Rollout ✈

2024

| Jan-Mar | Apr-Jun | July-Sept | Oct-Dec |

SEW Mass Market (residential) portal development

SEW Mass Market Mobile App development

EV Charging App Pilot

2025

| Jan-Mar | Apr-Jun | July-Sept | Oct-Dec |

BETA GROUP "Friends & Family"

SEW Mass Market Portal ✈

SEW Mass Market Portal, Mobile App ✈

SEW Mass Market Mobile App ✈

EV Charging App Pilot ✈

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Outbound Communications

Outbound Communications Technology Strategy

- Transition existing outbound communications to new consolidated platform leveraging SEW.

    - Alerts examples: outage, mid-bill, and bill threshold.

    - This will sunset SMUD's current technology solutions.

    - It will consolidate outbound communications, providing a 360 view of digital communications and leading to less integrations to manage.

- Provide more email, text and voice alerts and notifications to SMUD customers.

    - A new notifications platform will provide an opportunity for SMUD to expand its alerts and notifications offerings.

    - Offer more text communications.

    - Text examples: confirmations for your start service and move requests or your automatic payment was processed.

- Offer alerts sign-up via digital self-service: commercial web as well as residential web and mobile app users.

    - Customers can set preferences for communications via email, text and voice options.

Testing Center of Excellence (TCoE)

Board Strategic Development Committee and Special SMUD Board of Directors Meeting

TCoE Testing Methodology

Agile Testing
Test Case design and execution, Bug reporting and tracking

Automation
Framework design, scripting test steps, execution and reporting
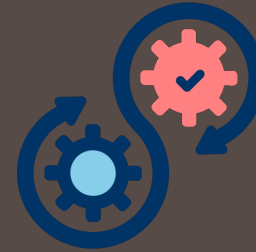
Continuous Integration and Continuous Deployment (CI/CD)
Automated tests are added as part of continuous deployment pipeline

Performance testing
Measure the application's behavior under different load conditions

Outage Map Load Testing

Performed in August 2024 in preparation for storm season

Testing Parameters

- Tested with current mobile and web outage maps.
- Load produced external to SMUD network.
- Mix of mobile and web browser users.
  - Matched current composition of SMUD outage map users.
- Simulated users based on previous tests as baseline.

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Roadmap will include upgrade plan and timeline for S/4 HANA upgrade.

Next Gen Utility Technology Roadmap
Roadmap will feature Advanced Metering Infrastructure workstreams detailing analytics, readiness, deployment and grid edge.

Customer Technology Roadmap
Roadmap will enable and support the 5-year plan developed by the Customer teams. From a technical perspective, the roadmap will identify opportunities to simplify the landscape and reduce the number of disparate systems to ease support and enhance agility.
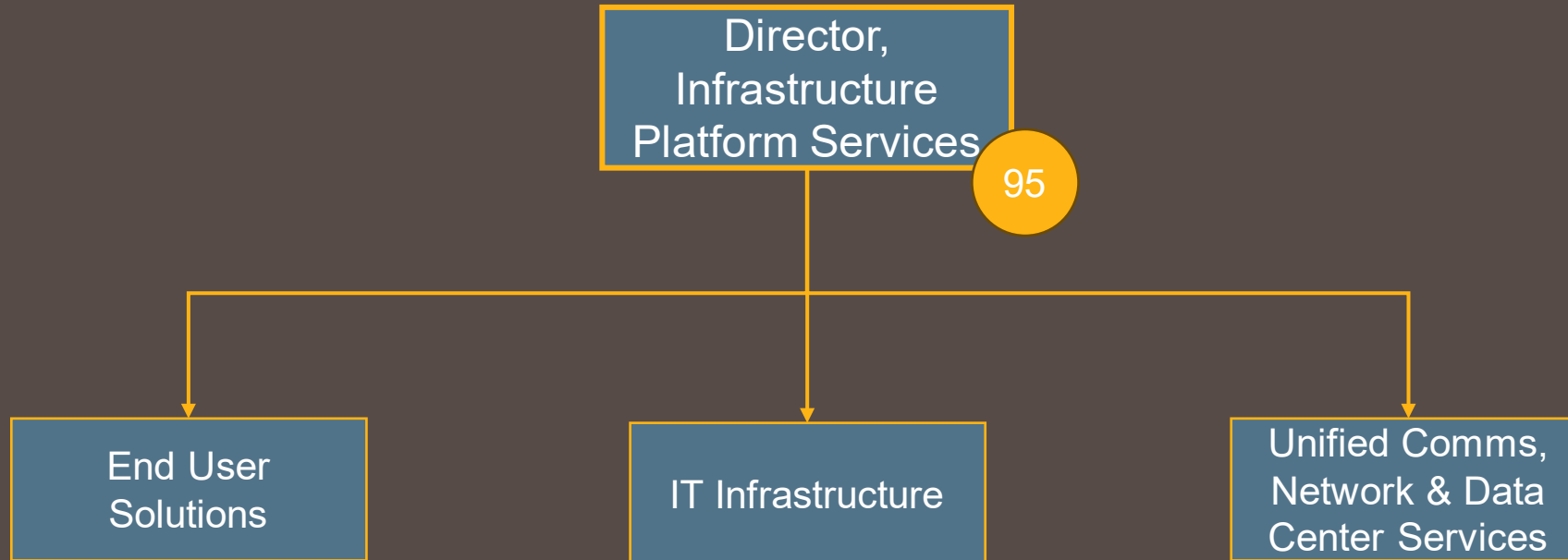
Cloud Strategy Roadmap
Governance and guidance for on-premises and public cloud services that will contribute to SMUD's overall success and drive a strategic vision of our technology landscape.

SMUD®

IT Infrastructure Technology

Infrastructure Platform Services

Director, Infrastructure Platform Services

95

End User Solutions

IT Infrastructure

Unified Comms, Network & Data Center Services

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Infrastructure Platform Services

5 Core Focus Areas

| Hybrid Work Experience |
| Operational Excellence |
| Hybrid, Multi Cloud |
| Secure by Design |
| Engaged Workforce of the Future |

VISION
A powerful partner for an inclusive, zero carbon economy

SMUD®

Infrastructure Platform Services

5 Core Focus Areas

Hybrid Work Experience

Operational Excellence

Hybrid, Multi Cloud

Secure by Design

Engaged Workforce of the Future

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Hybrid Work Experience

Create a flexible work environment where employees are productive, engaged and feel connected, regardless of their location

- Identify and provide technology to power a seamless and sustainable hybrid work experience
- Empower employees with technology skills and build a hybrid workforce
- Align IT Organization with current hybrid workforce evolving requirements

Hybrid Work Experience

Key Initiatives

Revamped Meeting Space Technology

- Conference Room technology upgrade centered on Microsoft Teams experience
- Board Auditorium re-outfitted to support hybrid experience

Empowering Mobility

- Tailored, persona-based experience for our hybrid office and field workforce
- Secure & flexible access to SMUD applications
- Frictionless, retail-like technology experience for our devices

Technology Powered Productivity

- Virtual Whiteboarding
- Gen AI productivity tools to uplevel work focus
- Secure deployment of AI software features (Contact Center Agent Assist)

Enlightening our Workforce

- End User Experience (EUX) Team formed to provide assistance & enlightenment
- Workforce Education through various workshops

Storm Ready Facilities

- Alignment with ED&O on equipped storm operations facilities with technology on enhanced storm response capabilities

Projects in flight:

Windows 11 Upgrade	Transformational opportunity to usher in modernized technology experience with hardware and operating system upgrade
Contact Center Technology Upgrade	Migration from several legacy contact center technologies to a consolidated modern and innovative Contact Center SaaS cloud platform

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Operational Excellence

Deliver operational services that are cost effective, secure & reliable with a speed-to-market focus

○ Consistent focus on keeping our systems current with a directive to consistently keep things simple and available

○ Leverage automation where it makes sense to lower cost and improve our speed to market for our services

○ Rationalization of technology footprint through consolidation

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Operational Excellence

Projects in flight:

Infrastructure Lifecycle Management	Consistent focus to modernize the data center technology stack by reducing complexity and consolidating on fewer platforms
ERP Modernization	Ensuring that the right service levels, financials and operating model considerations are applied when transforming our ERP platform

Key Initiatives

Meeting all the nines

- Constant focus on meeting our desired service levels
- Maturation of our Service Management practices
- Ensuring appropriate levels of availability factored in infrastructure design

Consistent Maturation of IT Disaster Recovery

- Partnering program with Enterprise Business Continuity team
- Practice, practice, practice
- Automation of our documented processes & procedures

Reduction of Technology Debt

- Simplifying our Data Center Technology Ecosystem
  - Embracing convergence of technology
  - Reducing redundant capabilities

Automation Opportunities

- Reduction of environment impact of operations
- Self-healing Operations

AI Opportunities

- Labor-intensive documentation & workflow
- Infrastructure as Code development
- Predictive maintenance awareness and self-healing

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Hybrid, Multi-Cloud

Driving adherence to our IT Strategy Guiding Principles within the Cloud and SMUD's Data Centers

- Governance and guidance for on-premises and public cloud services that will contribute to SMUD's overall success and drive a strategic vision of our technology landscape.

- SMUD aims to be "Cloud Smart". This means that we will target migrating to or using cloud in "net new" initiatives only when we can see appropriate benefits or value in doing so.

Hybrid, Multi-Cloud

Projects in flight:

Cloud Smart Excellence	Defining a path forward for our technology ecosystem and ensuring we are leveraging our IT guiding principles when building and managing a hybrid, multi-cloud
Cloud Native Platform Adoption	Leveraging modern, cloud-native platforms to optimize our application and data services

Key Initiatives

Choosing the right platform

- Leveraging a Decision Tree to guide our organization in the right direction
- Cloud Center of Excellence Governance oversight

Setting the direction of our on-premises footprint

- Consolidation of our IT Infrastructure across SMUD Data Centers

Setting the Stage

- Ensuring Secure Cloud to Cloud Connectivity
- Architectural Multi-Cloud Governance
- Secure accessibility of traditional and cloud native platforms for consumption

Enabling fast paced innovation

- Balancing governance and self-service processes for fast-paced innovation
- Proper prioritization of PoC and Pilot efforts

IT Workforce Skills Growth

- Learning Paths for our workforce in new technologies & methodologies
- Financial awareness of operating a Hybrid, Multi-Cloud

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Thank you!

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